MTHA

Rising to meet the Challenge

92-04530/

INTRODUCTION

The development of new and better ways of delivering the public housing program to potential and actual residents in MTHA communities is an ongoing process. This is good, for we should expect that the result of our collective, collaborative and supportive efforts will continually improve the quality of life of our clients in well-managed public housing communities.

Our success in achieving this desirable objective depends, above all else, on our being demonstrably effective in the service we give to our clients. But, it takes a creative, committed and energetic organization of board members and staff to do this, as well as other players critical to our success.

Without a clear sense of purpose and direction for our organization, we would face a frustrating time ahead, no matter what our good intentions were. This would ultimately affect the quality of life of our residents and place in jeopardy the trust we have assumed on their behalf, as well as the confidence of the Ontario Housing Corporation (OHC) and many others. Our responsibility is great indeed and the times suggest that our ability to manage in a complex environment has never been more critical. However, rising to meet the challenge is a responsibility that MTHA confidently assumes.

Ideally, a long-range strategic plan for MTHA would arise from a thorough review of our organization's mission, mandate, and corporate direction. This would be particularly relevant in the context of new directions presently under consideration by OHC, as they are bound to impact directly on our operation. However, it is imperative that we move forward now on a variety of fronts over the short-term. Our long-term direction can be developed later this year or early next year, once the OHC directions have been set.

The proposals contained in this report are designed to take MTHA forward by implementing a wide range of special emphasis areas over the next two years. With particular consideration of the anticipated future environment, our mission, mandate and our organizational values, they touch upon virtually all aspects of our operations. The end result is a high expectation for the quality of life of our residents, in well managed communities, by a committed organization.

Byron Hill
General Manager

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ENVIRONMENT

ENVIRONMENT

SOCIAL HOUSING IN ONTARIO

Since 1948, the government of Ontario has committed itself to meeting the housing needs of its citizens by increasing the supply of affordable housing.

The emphasis for the Ministry of Housing has been in the provision of decent affordable housing in secure and supportive communities through programs such as public and non-profit housing.

Local Housing Authorities

Ontario Housing Corporation (OHC) is the largest landlord in Canada. It is a "Schedule I" agency of the province of Ontario providing rent-geared-to-income housing for over a quarter of a million people. Potential applicants and residents include low income singles, childless couples, families, senior citizens, disabled persons with or without support services, and battered spouses and their children.

Local Housing Authorities (LHAs) are "Schedule III" agencies, established by Order-in-Council, which are responsible for the day to day management of OHC's portfolio under specific management agreements between OHC and the LHAs. These agreements set out the responsibilities and operating authority of the LHAs.

There are 56 LHAs that are responsible for approximately 101,000 rent-geared-to-income units in more than 300 municipalities across the Province. Of these, more than 33,000 units are located in the Metropolitan Toronto area; 29,000 are managed by MTHA and 4,000 units are located in privately owned buildings. MTHA administers approximately 33% of OHC's public housing portfolio. As Canada's largest public housing agent, MTHA is responsible for:

- Providing shelter for those most in need;
- Providing safe, secure housing that residents are proud to call home, and where there is a feeling of community;
- Meeting the permanent rental housing needs of Metropolitan Toronto residents through efficient administration and maintenance of its existing housing stock;
- Improving the quality of life in social housing communities by promoting the integration of social housing and housing services;
- Encouraging close working relationships with its applicants, residents, the Ontario Housing Corporation, Ministry of Housing, other ministries, and other social service providers.

Non-Profit Housing

Non-profit housing corporations came into being as a direct result of the provincial government's post-1978 housing programs. The main emphasis of these programs was to enlist community-based participation in the provision of social housing.

Where LHAs are established by Order-in-Council, the Non-profits are individually incorporated under the Corporations Act or the Business Corporations Act as a corporation without share capital. The mandate of non-profit housing corporations as defined in their Articles of Incorporation is the development, ownership and management of non-profit housing projects.

The non-profit sector is made up of three distinct groups. The Municipal Non-Profits, the Co-operatives, and the Private Non-Profits. The number of non-profit housing units is expected to exceed Ontario Housing Corporation's public housing portfolio by 1993.

MTHA'S BUSINESS ENVIRONMENT

We must examine the pressures our programs face in terms of how they reflect general trends in our local business and provincial policy. Our plans must give us the confidence that we have correctly, or at least reasonably, anticipated the management priorities by which we will be judged in the future.

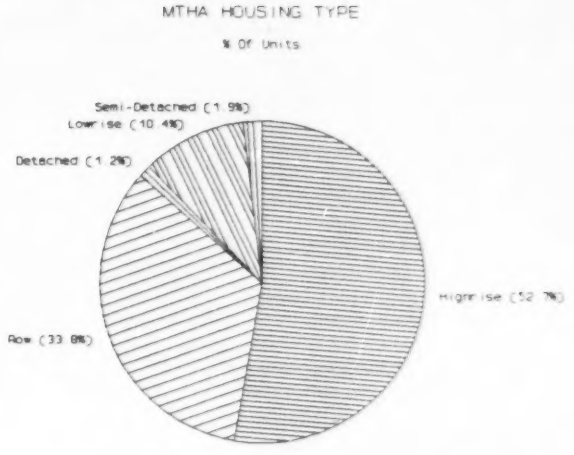
This analysis of the trends most likely to impact significantly on our future operations is based on:

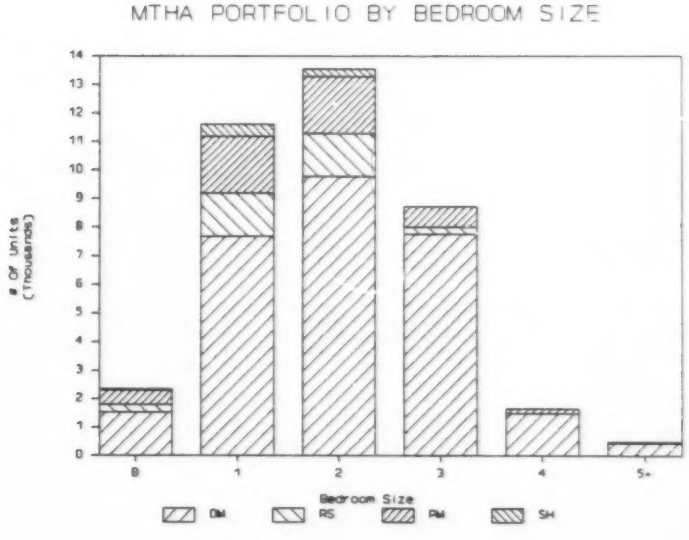
- supply of social housing
- physical condition of MTHA's housing stock
- forecasts of future government spending patterns and priorities
- demographics of evolving applicant and resident needs
- shifts in MTHA's definition of its role in service delivery

Supply of Social Housing

MTHA provides more than 33,000 rent-geared-to-income housing units in 110 communities in Metropolitan Toronto; 29,000 are managed by MTHA and 4,000 units are located in privately owned buildings. These units consist of a wide variety of housing types: high rise and low rise apartments, row houses, semi-detached and detached houses.

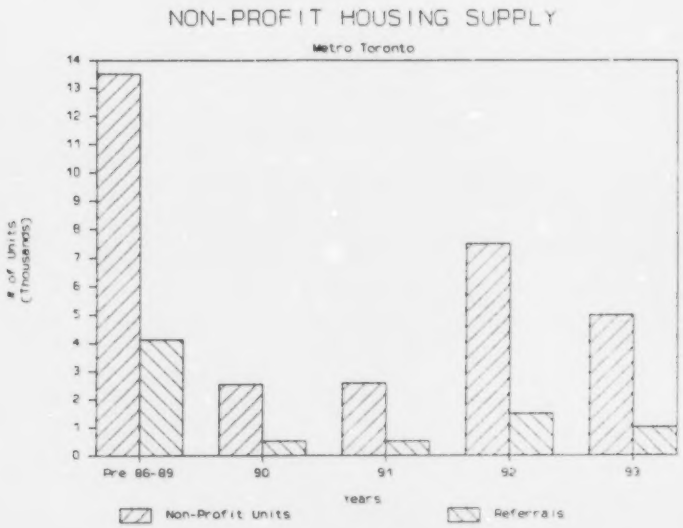
The community density varies from high to low and unit size varies from bachelor to five+ bedroom accommodation.





The demand for affordable housing in the Metro Tororito area is increasing and MTHA's waiting list reflects this trend. As Ontario Housing Corporation is no longer developing public housing, the size of MTHA's direct management portfolio will not increase.

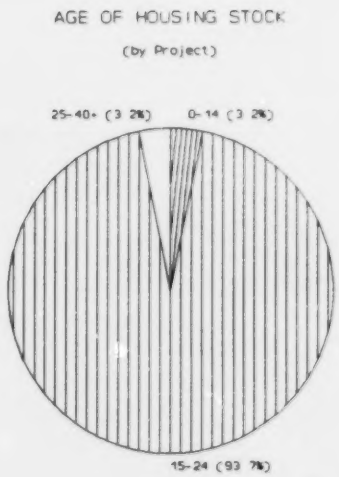
Although MTHA's housing stock will remain at the 33,OOO unit level, its applicants will have access to a supply of affordable housing through the Ministry of Housing's non-profit housing programs. This access will occur through a referral process between non-profit sponsors and MTHA.



Physical Condition of MTHA's Housing Stock

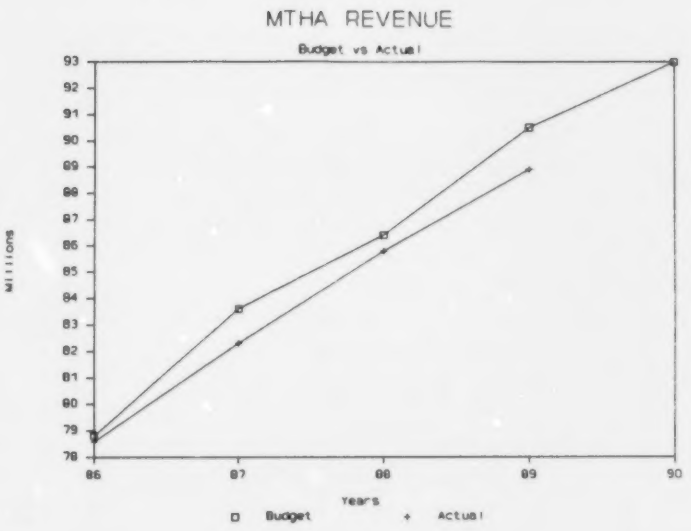
Ninety-seven percent of MTHA's housing stock is more than 15 years old and faces routine deterioration in underground garages, roofs, elevators, windows, plumbing, heating systems, etc.

Although MTHA's housing stock has generally been well maintained, some communities are showing signs of social and physical deterioration.



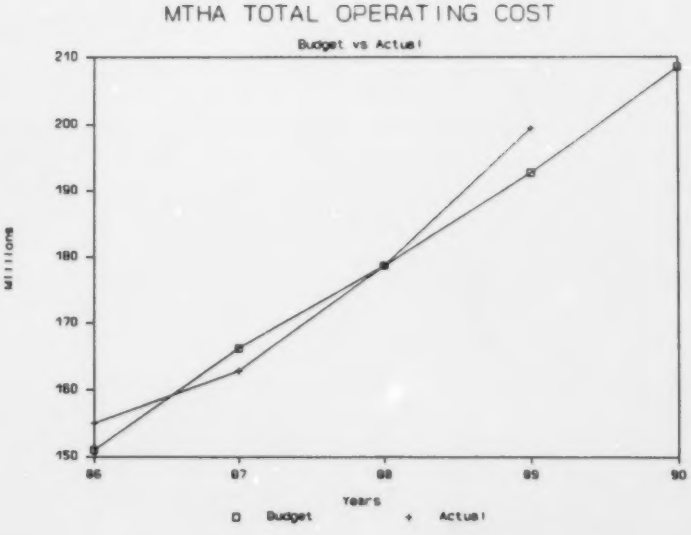
Future Government Spending

Forecasts for Ontario generally predict a slackening in the pace of economic expansion from the strong growth of the last six years. As government revenues tend to grow with the economy, it is likely they will remain relatively stable in the short to middle term. This follows a period when the province was able to increase its annual expenditures from $26 billion to $38 billion in only four years. New program initiatives will compete directly with efforts to curb spending and reduce public debt.



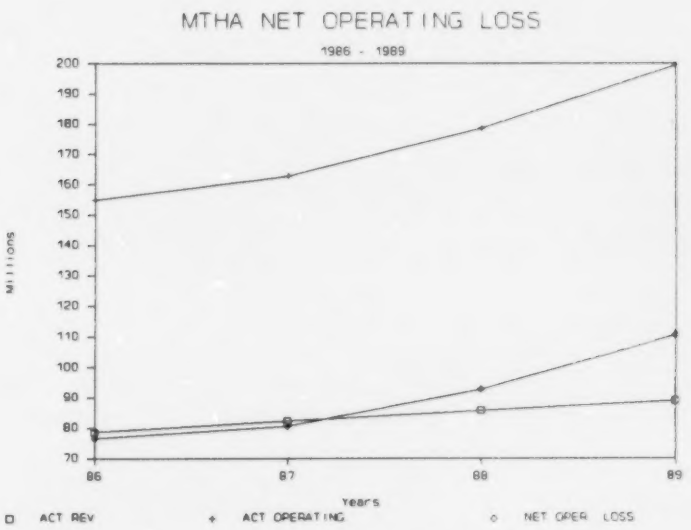
We can safely assume that in the immediate future, the Province is likely to intensify its efforts to reduce growth in overall spending to a level which can be sustained by growth in the Provincial economy.

In addition, MTHA may face additional funding pressures if the previous trend continues of not realizing its budgeted revenues, coupled with an increasing gap between operating expenditures and actual revenues.



From 1986 to 1989, MTHA's actual operating cost has increased from $155.1 million to $199.4 million.

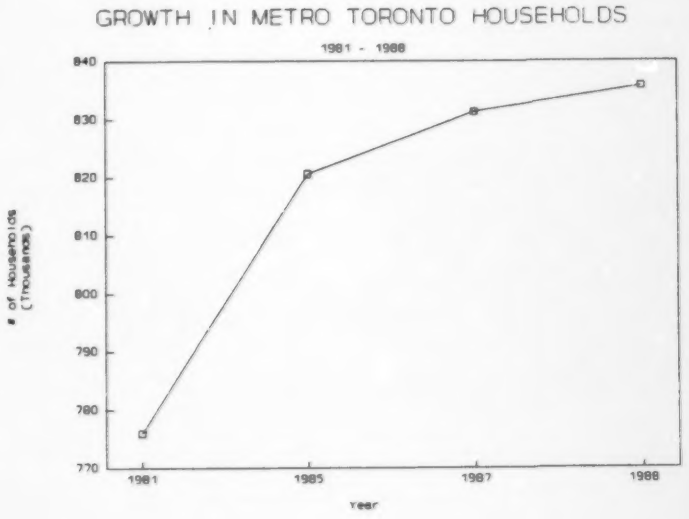
During the same period of time revenues have increased from $76.6 million to $88.9 million, resulting in MTHA's net operating loss increasing from $78.6 million to $110.5 million.



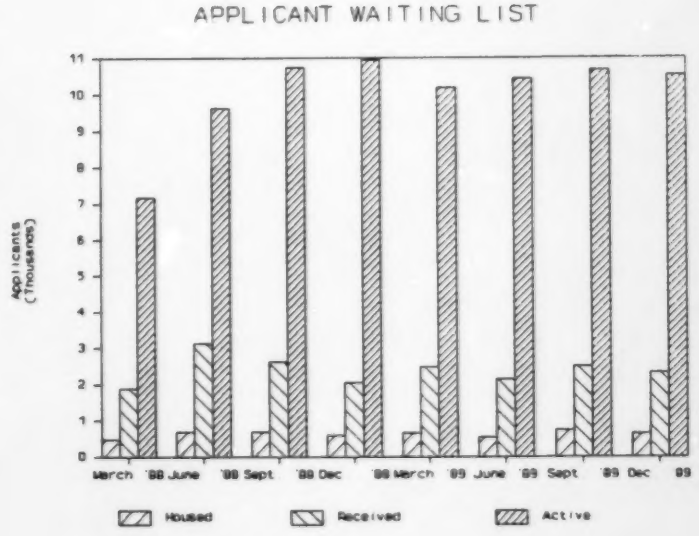
Demographics of Applicant and Resident Needs

The growth in households in Metro Toronto has steadily increased since 1981. This is a combined effect of an increase in population and the trend towards decreasing household size.

Changes in demographics and general attitudes can have a profound impact on the demand for social housing. Growth in the numbers of households, particularly those led by single parents, at a time of softening economic conditions, suggests that the potential social housing client base will continue to grow.



Since September 1988, the number of applicants waiting to access housing within MTHA has exceeded 10,000 households. The rise in numbers from early 1988 to December 1989 can be attributed, in part, to the change in OHC's eligibility policy to include singles and childless couples.

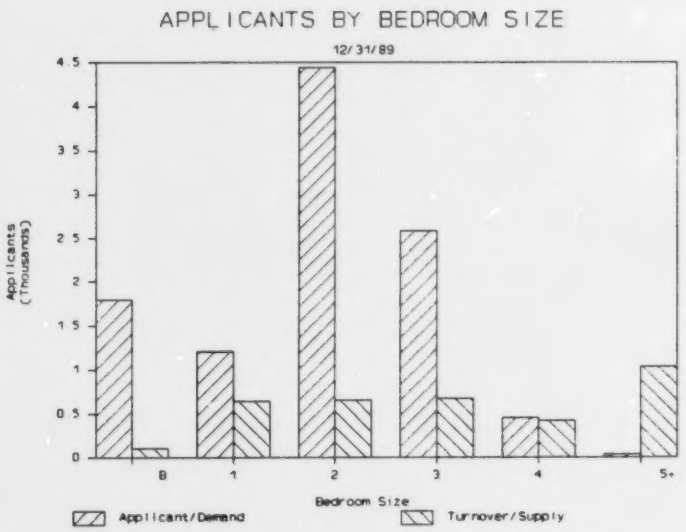


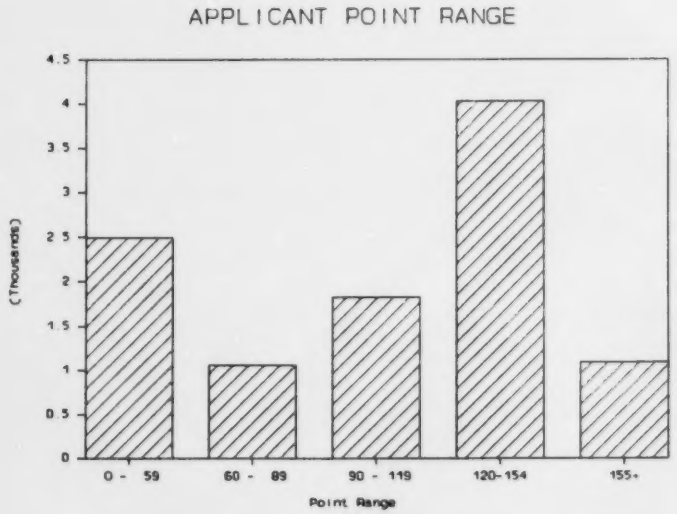
Presently, the primary demand for housing is for two and three bedroom households. Of the 10,517 applicants presently waiting to access housing within MTHA, there are 4,441 applicants who require 2 bedroom units & 2,584 who require 3 bedroom units. 66% of the demand for housing is for 2 & 3 bedroom accommodation.

Over the years residents and the demography of the resident base have changed. Many 5+ bedroom units were built to accommodate large families. Presently the supply of 5+ bedroom units exceeds the demand, resulting in families being housed in units that are in excess of their needs.

MTHA houses its applicants on a priority or needs basis. A point rating system determines which applicants are in greatest need and they are housed according to this system.

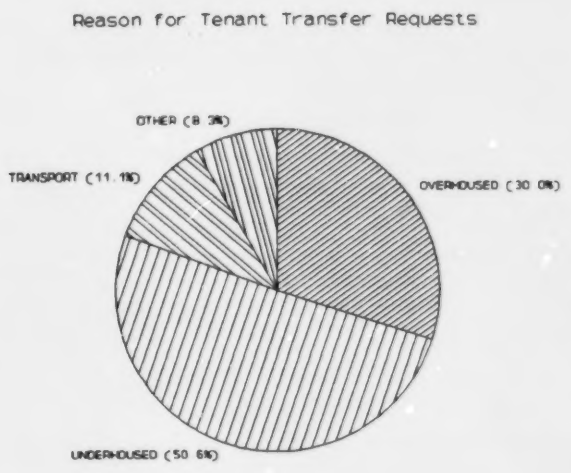
Based on an 11% turnover rate, MTHA is presently housing applicants whose points total 155 or more. The demand for social housing cannot be met by the supply of public housing within MTHA's portfolio. In order to meet this need, MTHA's applicants will require access to other forms of social housing.



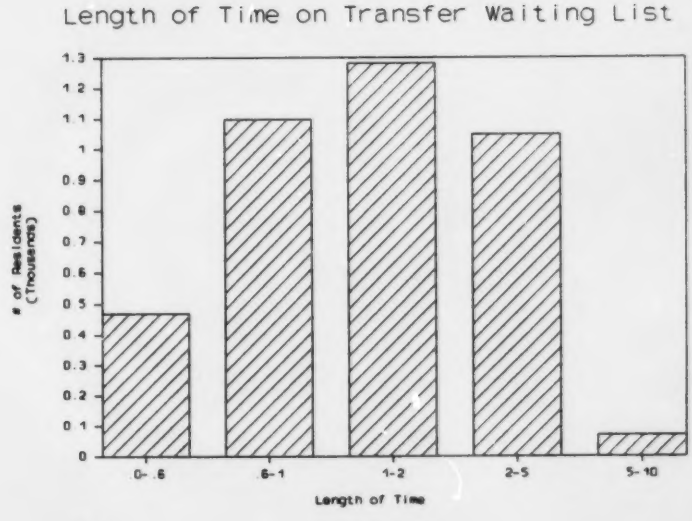


In addition to the 10,517 applicants waiting to access MTHA's housing stock there are also another 3,981 resident households that require alternative housing solutions. These residents have received approval to transfer to alternate accommodation as they are overhoused, underhoused, have transportation difficulties, or require different housing solutions for other reasons.

The large percentage of underhoused tenants is a result of OHC changing its occupancy standards, in 1988.



The length of time residents wait to relocate to alternate accommodations varies from 1 to 10 years.



MTHA's Role in Service Delivery

Public expectations are also rising. There is demand for more services and more say in how the services are provided. Applicants, residents and their sponsors have become increasingly articulate advocates on behalf of their interests. As a result, there is a new focus on individual rights and equality of access to services across the Province. Independent community living for the disabled, the extension of eligibility for social housing to singles and childless couples, and MTHA blending a "bricks and mortar" philosophy with one of "client service and resident consultation", reflect this trend.

Flexibility and co-ordination in the delivery of programs is necessary to accommodate changing and diverse social values and structures. MTHA should promote the independence of its socially-assisted residents through increased emphasis on their self-worth and dignity, and support for them in the transition from dependence on government programs to independence.

In order to foster self-reliance, community responsibility, and a sense of pride in MTHA facilities we must increase resident involvement in the delivery of MTHA's services. Participation of MTHA's residents in decision making must be realized.

MTHA'S WORKING ENVIRONMENT

Taking full advantage of our unique expertise requires the provision of a fair and rewarding working environment for all staff, where excellence is judged in terms of attention to service and a thorough knowledge of our business. MTHA intends to provide a work environment which values:

- High quality service.
- Teamwork.
- Flexibility, initiative and innovation.
- A clear, shared vision of MTHA's direction among staff and management and a mutual commitment to its goals.
- Recognition of our staff as an important resource and building working relationships characterized by openness, respect, and trust.
- Open, frequent, two-way communication throughout all levels of the organization to enable teams to become tightly integrated partnerships, aware of the value of their contributions.
- A thorough familiarity with both our varied clients and the climate in which our programs are delivered.
- Meaningful opportunities for staff input, as well as support in times of change and when taking informed risks.
- Consistent and systematic management of operating and financial information, so that the decisions and recommendations we make are based on accurate and verifiable information.

MISSION, MANDATE, & ORGANIZATIONAL VALUES

MTHA'S MISSION AND MANDATE

Social Housing is a program undertaken by the Province to ensure access to decent, affordable, and appropriate housing for those whose needs are not met by market mechanisms. MTHA serves as front-line delivery agent for public housing in the Metropolitan Toronto area.

MTHA manages communities, not just buildings. We wish to create a sense of ownership and belonging for our residents and staff.

MISSION

MTHA's Mission is to provide safe, affordable, quality, public housing in Metro Toronto.

MANDATE

The mandate of the organization is:

Community Building & Development

To foster pride, self reliance and a sense of community with our residents.

To advocate for our residents the provision of equal levels of service and support as are available to the community at large.

To support our residents, where possible with appropriate social services where other agencies, institutions and organizations fail to assist.

To establish partnerships with appropriate responsible organizations to respond to the identified needs of our residents.

Information & Financial Management

To be accountable as public trustees of the authority and operation control of MTHA's housing portfolio.

Asset Management

To pursue the creation of new public housing and to improve MTHA's existing housing stock.

Communications

To inform and educate on public housing issues and concerns.

Human Resources Management

To create and maintain an environment where every MTHA employee is provided the opportunity to develop to his or her maximum potential, and to foster an atmosphere of professionalism and commitment in the delivery of MTHA services to residents.

ORGANIZATIONAL VALUES

As an organization, MTHA is responsible for clearly articulating a set of values that provide managerial guidance to its operation. Employees need to be aware of the beliefs, or values, that are guiding their decisions.

Clarity of direction is a necessary factor to being successful in operating a large and diverse operation. Therefore, MTHA has developed a set of clear statements about the organizational values that are important to the housing authority's performance. These statements will provide a focus for direction and set the tone for behaviours and organizational performance expected.

MTHA's organizational values are:

People First
Teamwork
Quality Service

As a set, these values describe MTHA's operational philosophy and in conjunction with its Mission and Mandate provide the basis for the organization's purpose.

PEOPLE FIRST

A more client-centred or "people first" approach to the delivery of services fostering independence, greater cultural sensitivity and increased accessibility to social housing is valued.

Our residents must be viewed as individuals living within a community, and as recipients of a variety of interconnected services. MTHA must be flexible in designing different responses to meet the needs of different people.

Programs exist, not to support administrative structures, but to provide services which are appropriate to the needs of individuals.

TEAMWORK

Teams are groups of individuals who must work interdependently in order to accomplish common tasks or goals. Interdependent thinking is a necessary building block to establishing teamwork at all levels of the organization.

A commitment to team work requires a high level of co-operation with others. To be effective, teams should be constantly aware of how they are working together by evaluating and monitoring the teamwork process.

To succeed as a team we must be honest and open with each other, willing to disagree and express our feelings, provide solutions to problems, and support and hold each other accountable.

Teamwork is valued by MTHA as it encourages individuals to use their collaborative power in their working relationships to accomplish common goals for the organization. When we work together interdependently to accomplish common organizational goals there is a clearer focus on and commitment to MTHA's mission and mandate.

QUALITY SERVICE

Quality service must be the driving force behind achieving MTHA's mission and mandate. We must build an organization in which our business practices and commitment to quality service are integrated.

Quality means providing **both** our external and internal clients with services that satisfy their requirements. The commitment to quality service results makes it necessary for MTHA to keep in close touch with its clients, both inside and outside the organization.

We must recognize that for every single task within our business there is a client to satisfy.

Everything we do from providing information or services to our applicants and residents, to completing maintenance repairs, to answering the phones or typing correspondence, must stand the quality test on the side of both the doer and the receiver.

MTHA's external clients are the people to whom MTHA provides information or services. That can mean the people who apply for housing, the people we house and other social and government agencies.

Our internal clients are fellow employees and board members who depend on us as a group or individually for information or services to do their jobs.

The emphasis on our clients both inside and outside of MTHA will contribute to our quality service results. We are all dependent upon each other for success.

MANAGEMENT GOALS & OPERATIONAL STRATEGIES

MANAGEMENT GOALS & OPERATIONAL STRATEGIES

With statements of mission, mandate and organizational values, MTHA has its primary guidance and direction. We have also provided a reference point for validating choices in the decision-making process. In order to achieve the results expected by these statements it is necessary to focus on setting the housing authority's management goals and operational strategies.

MTHA's management responsibilities include program administration at both the micro and macro levels, financial tracking and forecasting and corporate reporting. Design of administrative processes, operational policy formulation, program analysis and planning are other staff functions carried out by the housing authority. MTHA's management goals are to:

- Utilize its unique expertise in social housing to make sound program decisions, and to ensure cost-effective management of our human, financial, capital and information resources.

- Ensure the roles, responsibilities and lines of accountability are clearly defined across the organization and are clearly understood by all employees.

- Effectively manage growth in responsibilities and changes in service emphasis with existing resources.

MTHA's Senior Management Team have identified three general areas where special emphasis is required. Devoting special emphasis to these areas will build the kind of professionalism, flexibility, and expertise required for successful management in the future. Each of these areas are interdependent and will contribute to MTHA's success in achieving its mission, mandate, organizational values and management goals.

Quality of Life
Access to Social Housing
Community Building/Development
Safety & Security

Quality of Service
Quality Service Strategy

Quality of Management
Assets Management
Human Resources Management
Financial Management
Information Management
Communications

QUALITY OF LIFE

ACCESS TO SOCIAL HOUSING

MTHA is committed to providing the most effective means of "access" to public housing, within the Metro Toronto area, for its clients. MTHA's objective is to enhance the quality of life for applicants and residents, by meeting their specific housing needs, and managing its housing stock in such a way as to enable this to happen. In order to fulfil this objective MTHA will concentrate its efforts in the following areas:

Point Rating System

The ability to access social housing is dependent on the systems that we use to select our residents. OHC is exploring various options for selecting residents - chronological versus point rating or something in between. MTHA's position on this issue will be developed to ensure we have input into OHC's decision making and policy formulation.

Waiting List Management

There are a number of applicants who will never be able to access social housing in MTHA due to their priority status. A strategy will be developed for dealing with these low priority applicants.

Transfer Policy

Residents and applicants should have access to under utilized space within MTHA's housing stock. MTHA's existing transfer policy will be reviewed and a strategy will be developed to ensure optimum use of the housing authority's public housing stock.

QUALITY OF LIFE

COMMUNITY BUILDING & DEVELOPMENT

MTHA has engaged in a wide variety of community development programs as a logical extension of its role as a responsible public landlord. MTHA takes very seriously its commitment to providing a comprehensive net of essential services to its residents.

Anti-Drug Program

Last year MTHA announced that one of its primary objectives was to develop a two-pronged attack on the Metro-wide drug problem as it affects residents of MTHA communities in a major way.

The Anti-Drug Co-ordinator's office was set up to develop programs aimed at attacking both the supply and demand sides of the drug problem. Partnerships with the Police, Addiction Research Foundation and many other social service agencies, as well as resident groups, staff and the Ministry of Housing have been established to exchange information and to identify and act on viable methods of dealing with the drug problem.

Successful awareness campaigns in the past year have included the Anti-Drug poster contest, Rapdown Against Drugs concert, an Essay competition and a strong tie-in with the MTHA Rookie Ball league.

The Anti-Drug program has identified and built up a large network of resource materials and groups for information sharing and consultation. The program has encouraged community development through a broad range of groups who work toward improving the quality of life in MTHA communities.

The Anti-Drug program will continue its efforts and develop strategies to broaden the prevention and education components of the program and strengthen the linkages between the Anti-Drug Co-ordinator's office, the Race Relations Branch, and MTHA's field structure.

Breakfast Clubs

This program was identified by MTHA Recreation staff in 1984 as an important quality of life issue. Since that time the program has grown to provide necessary social services to over 30 MTHA communities. It regularly provides a hot breakfast and recreational activities for over 1500 children who would otherwise go to school hungry. The program was set up when it was noted that many MTHA parents who left for early shift work would leave their children unattended for a period of time before school. Many children did not make their own way to school, or went without breakfast. This situation led to poor scholastic performance and behaviourial problems.

By providing pre-school adult supervision and a meal, the program makes a significant contribution to the quality of life in the participant communities. An additional benefit is that resident volunteers play a major part in preparing the food and organizing the program at the site level. Many residents have gained significant personal and job-related skills by participating in this program. Funding and resource partnerships have been developed from this program, which has enabled some clubs to become self supporting. A strategy will be formulated to seek additional funding and resource partnerships with the community-at-large.

Recreation and Community Outreach Programs

MTHA provides a wide range of recreation programs that directly enhance the quality of life of residents. Examples of these programs include the Moms and Tots Program, Skills Development Program, etc.

It is the policy of MTHA's Recreation Section to hire at least 50% MTHA residents, where possible, to deliver its recreational programs. The policy was developed to ensure that our programs are sensitive to the unique needs of the community. As well, residents benefit from the training and work experience provided that enables them to move on to greater opportunities.

MTHA also provides the use of its physical space to community agencies and resident groups to conduct recreation programs, community outreach activities, etc. The type of space utilized for these programs consists of existing recreation and meeting space within MTHA's buildings, and housing units that are removed from MTHA's public housing stock. These types of programs are important to improving the Quality of Life within MTHA communities.

Concerns have been raised by community and resident groups about the accessibility and availability of space, and equally important concerns have been raised about decreasing the supply of MTHA's public housing stock for this purpose. In order to address these concerns, MTHA will develop a policy on the use of space within its housing projects for resident and community outreach programs.

Race Relations - "Work Groups" Program

A program developed and implemented by the Race Relations Branch, Work Groups consist of concerned residents, MTHA field staff and Race Relations Officers working together to promote harmonious race and ethnic relations, better communication and cultural sharing between field staff and residents and among the residents themselves.

A primary objective is to help residents participate in decision making about issues that affect them and to provide programs and services that respond to the needs of the resident community. In order to further achieve this objective a resident awareness manual is presently being developed to help educate residents about their rights and how they can access services. The manual is near completion and a strategy will be developed to implement this initiative.

Eviction Policy

The tougher stance on evictions by MTHA over the past two years has been a cornerstone in the fight against drug dealing and maintaining the quality of resident life in MTHA communities. MTHA uses section 109 (1) (b) of the Landlord & Tenant Act to terminate the residency of anyone involved in drug dealing and other illegal acts that impact on the quality of resident life. This effort has been supported by the courts who grant MTHA a 90% success rate in evicting persons who detrimentally affect the quality of life of residents by dealing in drugs on MTHA property.

At present, MTHA prosecutes up to 100 persons per year for illegal activities. Much legal and investigative work takes place before an individual can be evicted and the program is considered a success because it sends a very clear message to the community and to drug dealers that MTHA and its residents will not tolerate drug dealing within their communities.

To enhance the effectiveness of MTHA's existing eviction practice, as it relates to illegal acts, a formal eviction policy will be developed, in consultation with both the Legal Branch and MTHA community representatives. This policy will then be communicated to the community-at-large.

Disability Program

MTHA has a committee on disability issues which looks after the specific concerns of residents and staff having various forms of disability. Of special importance in the past year has been a program to identify and renovate units that are wheelchair accessible and buildings have been modified to make them more convenient for people with disabilities.

Items such as ramps, drive-in showers, lowered kitchen counters, grab bars and widened doors improve the quality of life for people with disabilities who live in MTHA communities.

The program has identified 31 buildings where accessibility modifications are needed and the program has modified 27 to date. In addition, 61 units were identified as requiring varying degrees of modifications to suit residents' requirements. By the end of 1989, 17 unit modifications were completed.

Units requiring minor modifications are completed by MTHA's district offices on an identified need basis. Designs for more extensive unit modifications are completed as vacant units in designated buildings are identified.

As the Disability Committee has recommended modification of additional units, a strategy will be developed to ensure that MTHA continues its efforts to meet the demand for modified housing units within its communities.

Income & Other Forms Of Integration

There are beliefs that more stable and safer communities can be built as a result of income and other forms of integration. A study to consider the desirability and feasibility of income and other forms of integration is being conducted by Ontario Housing Corporation. Any decisions in this area will have an impact on MTHA's communities. There is a need for MTHA to develop its position on this issue to ensure that we have input into OHC's policy formulation and decision making.

Resident Consultation

Residents can make a major contribution towards the complex task of housing management, both through their ideas as residents and through their participation in implementing solutions. Participation will give residents a greater sense of involvement and responsibility, contributing to personal growth and community development. For all those involved, there should be benefits in improved relations between MTHA and its residents and in the development of greater community harmony.

Consultation with residents is intended to provide meaningful participation in decision-making, particularly at the local level. MTHA and its residents must work together to develop mechanisms which address local needs and priorities.

In order to improve landlord and resident relations and the quality of life for residents in MTHA communities, MTHA and its residents will develop mutually a policy on resident consultation and the methods of translating this consultation into real results, at both the community and corporate levels.

Literacy Initiative

The number of people who lack basic functional literacy skills continues to increase. 1990 has been designated the International Year of Literacy. This initiative has brought renewed attention to the need to expand and revitalize literacy training and development.

To improve the quality of life for MTHA residents, a framework will be developed to ensure literacy programs are accessible to those who live within MTHA's communities.

Youth Program

Assisting "hard to reach youth" in dealing with social and economic problems is a priority of MTHA. A strategy will be developed to assist these youths in dealing with the issues they face.

QUALITY OF LIFE

SAFETY AND SECURITY

Security Delivery System

During the last two years MTHA's efforts to improve safety and security of its staff and residents have coalesced within a major developmental initiative that will result in significant changes to all aspects of the Security Delivery System within MTHA.

The Security Delivery System being introduced to MTHA residents, staff and the general public is specifically oriented around quality of life issues. By revitalizing all aspects of our security program and building a strong resident participation component as well as a staff message that "Security Is Everybody's Business", the Security Delivery System will build safer, more comfortable communities for our residents and staff.

By stressing the need for local input, centred around the activities of the Property Manager and District Security Advisor, security for each community can be fine-tuned to address the specific needs of that community.

The Security Delivery System will provide MTHA with an improved, more versatile means of offering our residents a secure environment in which to live. Combining all security components and a reliance on experienced contract security services allows the system to develop a variety of pro-active approaches to resolving various kinds of security issues relevant to MTHA.

Phase I of the Security Delivery System initiative developed an approach to safety and security appropriate to MTHA. During this phase MTHA's Safety and Security Committee, in conjunction with its consultants, developed three sets of principles: the Direction for Action; Strategic Principles; and a Problem Solving Template. These principles established an approach to safety and security to be adopted within MTHA.

Phase II was designed to establish a **"Blueprint for Change"** that would translate the principles developed in Phase I into concrete practices that would give life to the principles at the level of individual MTHA projects. To develop a **"Blueprint for Change"**, to be applied at the project level, the Safety and Security Committee established three Pilot Projects and directed them to experiment with strategies that would apply the approach to security set out in Phase I. They were to use their experiments to develop a knowledge base, or "institutional memory," that would guide other projects within MTHA in implementing the principles developed in Phase I.

Phase III focused on other parts of MTHA. One objective was to develop the organizational infrastructure at the corporate level necessary to implement and support on an ongoing basis the critical security efforts by staff and others in individual projects.

The new Security Delivery System includes two elements which require quality controls to ensure the integrity of the new system. They are the Contracted Security and the new Security Services Branch. The Contracted Security Services will be monitored at the district and site level, as well as, by the Security Services personnel. Their performance will also be monitored by the residents as well and reported on in site level security committees.

The Security Delivery System presently has a sub-committee which will continually monitor, develop and recommend on Decision Support Systems. The sub-committee will:

- Design, test and implement a system to ensure effective and efficient strategic and operational planning and management of security resources within MTHA.

- Identify major decision-making processes that could be improved by information regarding security and the key persons involved in each type of decision making.

- Give special priority attention to systems for evaluating the effectiveness and efficiency of security initiatives within MTHA.

Crisis Management

In addition to implementing and monitoring the Security Delivery System outlined above, there is a need for MTHA to be prepared or be in a "state of readiness" to respond to potential crisis situations that may arise within its housing communities or work environment. To achieve this "state of readiness" MTHA will develop a comprehensive Crisis Management Strategy.

QUALITY OF SERVICE

QUALITY OF SERVICE STRATEGY

Quality Service is one of MTHA's organizational values and the "driving force" of our operations. Therefore, finding ways to provide quality service to clients is a significant objective of MTHA.

To achieve this objective a Quality Service Strategy will be developed to explore practical approaches to improving quality and client satisfaction. This strategy will include, but not be limited to, improving the quality of maintenance performed in MTHA communities, maintenance response times, elevator service delivery, and reviewing MTHA's unit inspection program.

Quality service improvement is the job of every MTHA employee. This strategy will need to recognize the relationship between the provision of services to our clients and the motivation and commitment of MTHA staff. To be successful in fulfilling MTHA's quality service objective MTHA will:

- Develop tangible, attainable standards of quality and communicate these standards to residents and staff.
- Ensure that quality service becomes an integral part of MTHA's culture and daily operations.
- Ensure that all employees clearly understand the importance of quality service.
- Ensure that all employees understand their role in providing quality service within the context of MTHA's mission, mandate and organizational values.
- Translate enthusiasm for quality service into practical approaches to improving MTHA's service and increasing client satisfaction.
- Develop a measurement and tracking system to monitor actual results achieved and provide feedback to MTHA's employees and clients.

QUALITY OF MANAGEMENT

ASSETS MANAGEMENT

Regeneration

MTHA is responsible for assets worth over $1.5 billion, a significant public investment which must be protected through proper maintenance and conservation programs. Much of the stock is now more than 15 years old (97%) and faces routine deterioration in underground garages, roofs, elevators, windows, plumbing, heating systems and so on. In addition to conserving its stock, MTHA must maintain its buildings so that they are attractive and integrate with the local community and provide healthy, secure environments for residents.

For a large portion of the housing stock, total capital funding requirements will increase at a greater rate. MTHA will continue to identify and priorize capital budget requirements in order to provide safe and habitable living environments and to minimize maintenance and utility costs.

Although MTHA's housing stock has been generally well maintained, some projects are showing signs of social and physical deterioration. As a result, this housing source no longer serves the needs of the residents as well as it could. The need for ongoing improvement to ensure that MTHA's public housing stock continues as a viable source of affordable housing has been recognized. Regeneration has emerged as one of the leading issues facing the Ontario Housing Corporation. Regeneration is defined as the upgrading of a project that is physically or functionally obsolete.

In anticipation of a national regeneration program, OHC decided to proceed with three demonstration projects. One of these is the Moss Park housing development in Toronto.

In order to proceed with the regeneration of Moss Park, MTHA formed a Special Projects Committee of the Board. This committee is responsible for implementing a "regeneration model" consisting of six steps: 1) preparing a staff report; 2) preparing an options report; 3) consultations; 4) feasibility study; 5)implementation; and 6) evaluation. In addition, consultations and community development activities may be accelerated under the CARE (Community Action for Renewal and Enhancement) Program. This program is a community development approach to identifying issues, assessing need, and implementing positive long-term solutions to problems faced by residents in public housing. The premise of this program is that solutions to housing problems should be community-based and resident-driven.

As funding for the maintenance of the public housing stock is a shared responsibility between the federal and provincial governments, a decision was made that the Province will not initiate a regeneration program without the participation of Canada Mortgage and Housing Corporation (CMHC). CMHC has indicated that funding for regeneration will not be available until an evaluation of public housing stock across Canada has been completed and analyzed. The immediate term prospects for further regeneration does not look promising.

A small percentage of MTHA's portfolio is greater than 25 years of age. Although this housing stock represents only 3.2% it requires proportionally greater capital resources to maintain and conserve. This housing stock (ie: Lawrence Heights and North Regent Park) and some of the projects among the 14-25 year age portfolio may be prime candidates for regeneration. MTHA will identify and assess the degree of regeneration required for its projects that have become physically or functionally obsolete and develop a strategy to address this issue.

Private Management

Over 5,000 units within the MTHA housing portfolio are managed by private management companies on a fee for service basis. This practice has been carried on since 1973 without a thorough evaluation of the effectiveness of this approach. MTHA will review the effectiveness and efficiency of this type of arrangement and determine what involvement private management firms will have in managing MTHA housing stock in the future.

QUALITY OF MANAGEMENT

HUMAN RESOURCES MANAGEMENT

In the final analysis, our future effectiveness to provide quality service will rest or fall on our ability to manage our human resources to meet the needs of our clients.

Ensuring that our skill base, commitment and organizational structure are properly aligned with our evolving program roles, particularly the shift toward blending a "bricks and mortar" philosophy with one of "client service and resident consultation", is a corporate objective of MTHA. In order to achieve this objective there are two main Human Resources Management areas, with a number of subsets, that will require attention:

Quality of Work Life
Human Resources Planning

QUALITY OF WORK LIFE

Staff Morale

It is essential that we identify the valid issues that impact on the quality of work life within MTHA and develop objectives with employees to change those that are limiting the effectiveness of the organization. MTHA will develop a strategy to work toward changing the negative areas and barriers that exist by:

- Analyzing the existing morale issues and determining desired change.
- Introducing the desired culture and planning the change.
- Implementing the desired culture through individuals, leadership, group development and organizational programs, policies, and procedures.
- Sustaining the desired culture through recognition and other reward features.

We must recognize that there are some things that can be changed immediately; others may require more time, with action plans, checkpoints, resource support and accountability.

The key to achieving the desired change is the involvement, commitment and patience of all levels within the organization; from staff at the grass roots to middle and senior management, and to the members of MTHA.

Our perseverance in this endeavour will pay off with a highly effective organization with a high level of personal satisfaction.

Workers' Compensation

Workers' Compensation claims within MTHA exceeds the industry standard. This issue is closely linked with a number of different factors - safety and security of staff and staff morale, to name just a couple. We all have a responsibility for striving to achieve a healthy, quality work life.

Over the past two years MTHA has concentrated its efforts on improving this problem. There is a need to measure the effects of these efforts and, based on the results, develop an appropriate course of action.

Sexual Harassment Policy

As MTHA is committed to "Quality of Work Life" it has developed a Sexual Harassment Policy.

A strategy will be developed to operationalize this policy statement. This strategy will include a training and education plan for MTHA staff.

HUMAN RESOURCES PLANNING

Planning is an essential component of managing MTHA's human resources. Human resources planning is defined by the Ontario Public Service as, "the process through which management ensures that enough people with the right knowledge, skills, and abilities are available at the right time and in the right positions to meet organizational goals on a continuing basis."

To ensure that MTHA's skill base, and organizational structure are properly aligned with our evolving program roles, MTHA will develop a human resources plan that links and monitors its short and longer-term business plans and anticipated funding levels with the human resources needed to implement these plans by:

- Forecasting the demand for labour by position type, number of positions, salary dollars and skill base required.
- Identifying the supply of employees currently employed within MTHA who are expected to be available to fill the demand.
- Calculating any gap (ie: skill base, funding, etc.) between the demand and supply to indicate potential shortages of appropriate employees.
- Outlining a course of action to eliminate the gap between the supply and demand and align MTHA's organization structure, skill base and financial resources to meet its business needs. This course of action will include the development of a recruitment strategy, a training and development strategy, a succession strategy, and a Human Resources Information System for MTHA.

Recruitment

To be successful, MTHA must constantly attract, develop, and utilize human resource talent.

Therefore, one of the most important decisions in the conduct of human resources activities is recruitment. All other decisions have less effect in determining the capabilities, productivity, quality and quantity of output achieved by an organization than the task of recruitment.

The importance of recruitment cannot be over-emphasized. Work activities are person-dependent, and consequently the quality of the work produced is dependent on the qualities of those hired.

The quality of our recruitment process can impact on whether MTHA's business efforts succeed or fail and clients are satisfied with the service they receive.

MTHA's human resources plan may identify essential skills or knowledge not available within the present staff. MTHA must then decide either to recruit externally or fill the need by developing the skills internally. Time is obviously a major factor in this decision, as well as the feasibility of developing the requisite skills.

In order to achieve MTHA's Human Resources Management objective, a recruitment strategy will be developed taking into consideration both internal and external hiring.

Training

Training per se has little value. Only if training is correlated with appropriate needs and careful program planning will there be maximum benefits to the individual and to the organization.

The career aspirations of individuals and the development and use of their abilities are essential ingredients in enhancing organizational quality. Possessing the right skills and knowledge to perform a task, job or function will affect staff performance and can be influenced through planned training and development.

Planned training and development will also contribute to the effectiveness of MTHA achieving its mission, mandate, organizational values and management goals.

Changes in housing eligibility has resulted in MTHA housing a diverse client group. The composition of MTHA's communities are changing as a number of residents have special needs and require various support services. Therefore, in order to provide quality service to a changing resident population, a training strategy will be developed to ensure that our skill base is properly aligned with our evolving client service role.

Performance Management

MTHA is committed to effective management of the performance of its employees.

A new performance management process was recently implemented for management and Ontario Public Service Employee Union (OPSEU) staff. The objective of the plan is to link performance to employee development and promotional opportunities.

The Performance Appraisal system for maintenance personnel will be revised with an objective of making it more meaningful for employees through more supervisory feedback.

Employment Equity

Our attention is increasingly drawn to equality in the workplace. Ensuring equity in employment is one of MTHA's human resources objectives.

MTHA's workforce is changing and represents a diverse group of men and women from different backgrounds, ages, disabilities and races. MTHA believes that its workforce should mirror this diversity.

The goal of Employment Equity is to assist individuals in under-represented categories in gaining access to jobs. MTHA will formalize its commitment to accommodate diversity and must institute reasonable accommodation, goals and timetables and special measures to achieve this goal.

QUALITY OF MANAGEMENT

FINANCIAL MANAGEMENT

Our environment indicates that we can safely assume that in the immediate future, the Province is likely to intensify its efforts to reduce growth in overall spending. Our resources will not grow in proportion to the tasks we are being asked to perform.

As a result, one of MTHA's primary challenges and objectives will be to effectively utilize its financial resources to achieve its mission, mandate, organizational values and management goals. A basic tenet of an organization's existence is the application of scarce resources to the attainment of its goals.

In order to achieve this objective, it is important that MTHA develop a financial management strategy that will allow it to effectively plan, budget and control its financial resources. This strategy will be designed to:

- Link MTHA's planning, budgeting and consultation processes to one another to ensure that appropriate budget dollars are allocated to the right priorities.
- Clarify lines of accountability for financial decision-making, information, and reporting.
- Improve the tracking and forecasting of MTHA's financial position to ensure that our resources are managed and utilized effectively.
- Provide staff and board members with relevant financial information on a timely basis in order to monitor results and take corrective action when needed.
- Strengthen and promote a corporate team approach to managing MTHA's financial resources.

QUALITY OF MANAGEMENT

INFORMATION MANAGEMENT

Information is an essential resource to MTHA and it is important that we utilize this resource in a way that will increase the probability of achieving relevant and good results.

The ability to manage and communicate information is an important mechanism for responding accurately to the issues that face our business on a daily or cyclical basis. We must be able to capture and access information in a form that is directly relevant to the decisions at hand.

Translating information into a useful management tool is imperative to making the right decisions. Therefore, improving the quality, quantity and structure of information available, and/or improving our ability to receive, process, apply and transmit information effectively is an objective of MTHA's senior management team, and a corporate objective of MTHA.

In order to achieve this objective we will need to identify our information requirements and develop a strategy to fulfil those needs. This strategy will be designed to:

- Facilitate management decision-making, and contribute to corporate reporting, program design, operational policy development, planning and forecasting.
- Match MTHA's business needs with its information systems to ensure that we get the most value out of MTHA's investment in information systems and equipment.
- Enable us to stretch scarce resources by stretching the capability of our administrative systems. More flexibility through better information and communications will help both to ready us for new programs and to put resources to the best possible use.
- Enhance the ability of operating units to collaborate with each other and share expertise.
- Clarify and improve accountability for fulfilling corporate information requirements.

QUALITY OF MANAGEMENT

COMMUNICATIONS

Communication is imperative to MTHA's business, as human interaction succeeds or fails as a direct result of our ability to communicate.

To communicate effectively we need to determine who our target audience will be, what message we want to deliver, what medium we should be using, and understand what effect the message being delivered will have. In order to enhance our communication ability, MTHA will concentrate on three main areas:

Media Relations

A strategy will be formalized which identifies who within MTHA should deal with the media. The strategy will include a training component for staff who will be speaking to the media on behalf of MTHA.

Communications Planning

Communications planning should become an integral part of our daily business. Staff should consider the communications implications during the initial phases of working on tasks, projects, operational plans and policy development. A framework will be developed to assist staff in integrating communications planning into existing processes.

Operations Review

An operations review will be conducted on the role of the Communications Branch and its reporting relationship within the organization.

IMPLEMENTING THE OPERATIONAL PLAN

IMPLEMENTING THE OPERATIONAL PLAN

QUALITY ACTION TEAMS

Planning loses its value unless its validity is verified through implementation. Getting the job done involves both a task and a process.

Many tasks have been identified within each special emphasis area and it is necessary to build an infrastructure that will allow MTHA to achieve results.

A Quality Action Team approach will provide a forum or infrastructure that will assist MTHA in achieving its Mission, Mandate, Organizational Values and Management Goals.

Quality Action Teams are built on the assumption that a variety of stakeholders are needed to contribute to MTHA's success. Different people know different parts of the problem and bring a diverse knowledge and expertise to problem solving, resulting in superior decisions and better working relationships.

The philosophy behind Quality Action Teams is that the appropriate stakeholders hold the key to quality and organizational excellence.

There will be one Quality Action Team for each special emphasis area. The membership of each team will be determined based on the nature of the specific subject matter. All teams will be responsible for:

- identifying opportunities for improvement;
- focusing in on the right issues to work on;
- developing action plans;
- analyzing the issues identified;
- developing realistic, worthwhile and measurable solutions;
- communicating and consulting with other stakeholders; and
- executing solutions and evaluating how well they work.

The Quality Action Team approach will enable MTHA to work on and track the progress of several initiatives simultaneously.

CONCLUSION AND RECOMMENDATION

CONCLUSION

This report has identified many of the management challenges before us. Other perhaps more demanding challenges are bound to arise from initiatives as yet unanticipated. But positioning ourselves well with respect to the issues we are already aware of will put us in a much better position to respond to unexpected challenges. We have to enable ourselves to manage shifts in direction quickly, efficiently, and for the most part without additional resources.

This plan provides a framework for taking MTHA forward into the 1990's and more particularly the next two years. There is a great deal of confidence that we can rise to meet the challenges that lie ahead. Devoting special emphasis to Quality of Life, Quality of Service and Quality of Management issues is a necessary ingredient to MTHA's success. These elements, together with the full support of our board members, staff, residents and other constituencies, will enhance MTHA's ability to achieve its mission, mandate, organizational values and management goals, resulting in positive, lasting effects for our clients.

APPENDIX A
OPERATIONAL STRATEGIES SUMMARY
QUALITY OF LIFE

APPENDIX A - OPERATIONAL STRATEGIES SUMMARY

QUALITY OF LIFE

ACCESS TO SOCIAL HOUSING

Point Rating System: OHC is exploring various option for selecting residents. MTHA's position on this issue will be developed to ensure input into OHC's decision making and policy formulation.

Waiting List Management: There are a number of applicants who will never be able to access housing within MTHA due to their priority status. A strategy will be developed for dealing with low priority applicant.

Transfer Policy: There are 3,981 approved transfers. 30% of this total consists of residents who are overhoused and 50.6% of the total are underhoused. MTHA's existing transfer policy will be reviewed and a strategy will be developed to ensure optimum use of MTHA's housing stock.

COMMUNITY BUILDING/DEVELOPMENT

Anti-Drug Program: The Anti-Drug Program will continue its efforts and develop strategies to broaden the prevention and education components of the program and strengthen the linkages between the Anti-Drug Co-ordinator's office, the Race Relations Branch, and MTHA's field structure.

Breakfast Clubs: Funding and resource partnerships have developed to support this program. A strategy will be developed to seek additional funding and resource partnerships with the community-at-large.

Recreation and Community Outreach Programs: Concerns have been raised by community and resident groups about the accessibility and availability of space, and equally important concerns have been raised about decreasing the supply of MTHA's housing stock. In order to address these concerns, MTHA will develop a policy on the use of space within its housing projects for residents and community outreach programs.

COMMUNITY BUILDING/DEVELOPMENT CONT.

Race Relations "Work Groups" Program: A resident awareness manual is presently being developed to help educate residents about their rights and how they can access services. The manual is near completion and a strategy will be developed to implement this initiative.

Eviction Policy: To enhance the effectiveness of MTHA's existing eviction practice, a formal eviction policy will be developed, in consultation with MTHA community representatives, and communicated to the community-at-large.

Disability Program: As the Disability Committee has recommended modification of additional units, a strategy will be developed to ensure that MTHA continues its efforts to meet the demand for modified housing units within its communities.

Income & Other Forms of Integration: A study to consider the desirability and feasibility of income and other forms of integration is being conducted by Ontario Housing Corporation. Any decisions in this area will have an impact on MTHA's communities. MTHA will develop its position on this issue to ensure that we have input into OHC's policy formulation and decision making.

Resident Consultation: In order to improve landlord and resident relations and the quality of life for residents in MTHA communities, MTHA and its residents will develop mutually a policy on resident consultation and the methods of translating this consultation into real results, at both the community and corporate levels.

Literacy Initiative: To improve the quality of life for MTHA residents, a framework will be developed to ensure literacy programs are accessible to those who live in MTHA's communities.

Youth Program: Assisting "hard to reach youth" in dealing with social and economic problems is a priority of MTHA. A strategy will be developed to assist these youths in dealing with the issues they face.

SAFETY AND SECURITY

Security Delivery System: The new Security Delivery System includes two elements which require quality controls to ensure the integrity of the new system. They are the Contracted Security and the new Security.
The Contracted Security Services will be monitored at the district and site level, as well as, by the Security Services personnel. Their performance will also be monitored by the residents as well and reported on in site level security committees.

The Security Delivery System presently has a sub-committee which will continually monitor, develop and recommend on Decision Support Systems.

Crisis Management: There is a need for MTHA to be prepared or be in a "state of readiness" to respond to potential crisis situations that may arise within its housing communities or work environment. To achieve this "state of readiness" MTHA will develop a comprehensive Crisis Management Strategy.

APPENDIX B

OPERATIONAL STRATEGIES SUMMARY

QUALITY OF SERVICE

APPENDIX B - OPERATIONAL STRATEGIES SUMMARY

QUALITY OF SERVICE

Quality Service Strategy:

Quality Service is one of MTHA's organizational values and the "driving force" of our operations. Therefore, finding ways to provide quality service to clients is a significant objective of MTHA.

To achieve this objective a Quality Service Strategy will be developed to explore practical approaches to improving quality and client satisfaction. This strategy will include, but not be limited to, improving the quality of maintenance performed in MTHA communities, maintenance response times, elevator service delivery, and reviewing MTHA's unit inspection program.

APPENDIX C

OPERATIONAL STRATEGIES SUMMARY

QUALITY OF MANAGEMENT

APPENDIX C - OPERATIONAL STRATEGIES SUMMARY

QUALITY OF MANAGEMENT

ASSETS MANAGEMENT

Regeneration:

A small percentage of MTHA's portfolio is greater than 25 years of age. Although this housing stock represents only 3.2% it requires proportionally greater capital resources to maintain and conserve. This housing stock (ie: Lawrence Heights and North Regent Park) and some of the projects among the 14-25 year age portfolio may be prime candidates for regeneration. MTHA will identify and assess the degree of regeneration required for its projects that have become physically or functionally obsolete and develop a strategy to address this issue.

Private Management:

Over 5,000 units within the MTHA housing portfolio are managed by private management companies on a fee for service basis. This practice has been carried on since 1973 without a thorough evaluation of the effectiveness of this approach. MTHA will review the effectiveness and efficiency of this type of arrangement and determine what involvement private management firms will have in managing MTHA housing stock in the future.

HUMAN RESOURCES MANAGEMENT

QUALITY OF WORK LIFE

Staff Morale:

It is essential that we identify the valid issues that impact on the quality of work life within MTHA and develop objectives with employees to change those that are limiting the effectiveness of the organization. MTHA will develop a strategy to work toward changing the negative areas and barriers that exist.

Workers' Compensation:

Workers' Compensation claims within MTHA exceeds the industry standard. This issue is closely linked with a number of different factors - safety and security of staff and staff morale, to name just a couple. We all have a responsibility for striving to achieve a healthy, quality work life.

Over the past two years MTHA has concentrated its efforts on improving this problem. There is a need to measure the effects of these efforts and, based on the results, develop an appropriate course of action.

QUALITY OF WORK LIFE CONT.

Sexual Harassment: As MTHA is committed to "Quality of Work Life" it has developed a Sexual Harassment Policy. A strategy will be developed to operationalize this policy statement. This strategy will include a training and education plan for MTHA staff.

HUMAN RESOURCES PLANNING

Human Resource Plan: To ensure that MTHA's skill base, and organizational structure are properly aligned with our evolving program roles, MTHA will develop a human resources plan that links and monitors its short and longer-term business plans and anticipated funding levels with the human resources needed to implement these plans

Recruitment: In order to achieve MTHA's Human Resources Management objective, a recruitment strategy will be developed taking into consideration both internal and external hiring.

Training: Changes in housing eligibility has resulted in MTHA housing a diverse client group. The composition of MTHA's communities are changing as a number of residents have special needs and require various support services. Therefore, in order to provide quality service to a changing resident population, a training strategy will be developed to ensure that our skill base is properly aligned with our evolving client service role.

Performance Management: MTHA is committed to effective management of the performance of its employees. The Performance Appraisal system for maintenance personnel will be revised with an objective of making it more meaningful for employees through more supervisory feedback.

Employment Equity: MTHA's workforce is changing and represents a diverse group of men and women from different backgrounds, ages, disabilities and races. The goal of Employment Equity is to assist individuals in under-represented categories in gaining access to jobs. Over the past two years MTHA has developed and implemented strategies to achieve this goal. MTHA's commitment to Employment Equity is ongoing and its strategies and plans will be reviewed and updated on a regular basis.

FINANCIAL MANAGEMENT

Financial Management Strategy:

One of MTHA's primary challenges and objectives will be to effectively utilize its financial resources to achieve its mission, mandate, organizational values and management goals. A basic tenet of an organization existence is the application of scarce resources to the attainment of its goals.

In order to achieve this objective, it is important that MTHA develop a financial management strategy that will allow it to effectively plan, budget and control its financial resources.

INFORMATION MANAGEMENT

Information Management:

Translating information into a useful management tool is imperative to making the right decisions. Therefore, improving the quality, quantity and structure of information available, and/or improving our ability to receive, process, apply and transmit information effectively is an objective of MTHA's senior management team, and a corporate objective of MTHA.

In order to achieve this objective we will need to identify our information requirements and develop a strategy to fulfil those needs.

COMMUNICATIONS

Media Relations:

A strategy will be formalized which identifies who within MTHA should deal with the media. The strategy will include a training component for staff who will be speaking to the media on behalf of MTHA.

Communications Planning:

Communications planning should become an integral part of our daily business. Staff should consider the communications implications during the initial phases of working on tasks, projects, operational plans and policy development. A framework will be developed to assist staff in integrating communications planning into existing processes.

Operations Review:

An operations review will be conducted on the role of the Communications Branch and its reporting relationship within the organization.